

## **PART 3 - RESPONDING TO THE GRIEVANCE (1000)**

(September 1988)

### **1. DO NOT MAKE HASTY DECISIONS**

Do not settle a grievance while in doubt; investigate and review the matter further.

### **2. DO NOT RESOLVE GRIEVANCES SOLELY ON THE BASIS OF WHAT APPEARS TO BE FAIR**

Even though an employee may argue that a department policy or contract interpretation is unfair, remember you must adhere to department and state policies as the final judge of what is owed or deserved. If a policy change is necessary, it should be sought through the meet and confer process or arbitration. That is why employees have labor organizations available to them.

### **3. WHEN MAKING AGREEMENTS REGARDING FUTURE ACTION, BE CAREFUL**

Never agree to a procedure where you can take an action only if the employee association consents to it. However, it is often desirable to advise them before taking any action.

### **4. BE SURE THAT YOUR DECISIONS ARE CONSISTENT WITH DEPARTMENTAL POLICY**

Never make "deals" or individual agreements that are inconsistent with department or state policy and the collective bargaining agreements. When in doubt, delay your decision until you confer with higher level management.

### **5. DO NOT LET YOURSELF BE PRESSURED INTO MAKING A DECISION ON THE SPOT**

You have a specified period of time within which to respond to grievances. You should take advantage of the time and be certain of your response.

### **6. TRY TO COMMUNICATE YOUR DECISION CLEARLY TO THE EMPLOYEE AND HIS/HE REPRESENTATIVE**

Make sure all of those concerned understand the position of the department. Put it in clear and concise terms.

### **7. IF YOU ARE GOING TO GRANT A GRIEVANCE IN FULL OR IN PART, MAKE SURE THAT THE WRITTEN DECISION IS CLEAR**

Summarize the grievance and point out specific reasons why you support the grievance. Do not let the employee or his/her representative believe that you agree with all of the reasons cited unless you do.

### **8. IF YOU MUST DENY A GRIEVANCE, SUPPORT MANAGEMENT'S POSITION AND BE BRIEF**

Remember that you are a representative of the department and its management. Your personal opinions have no place in how you respond to a grievance. Any differences you have about the position of the department should be shared with management only.

Do not give long written grievances answers when denying a grievance. If you must deny a grievance, it is usually better to do so orally and follow up with a brief denial statement.

9. IF YOUR DECISION IS REVERSED AT A HIGHER LEVEL, IT MAY NOT REFLECT POOR JUDGMENT OR INCOMPLETE STAFF WORK ON YOUR PART

There may be many reasons for this. They include: (a) additional facts not available to you; (b) the need for a policy change becoming apparent; or (c) intervening arbitration decisions.

10. DO NOT APPEAL THE GRIEVANCE ON BEHALF OF THE EMPLOYEE

Respond to the grievance and return it to the employee or the representative, if there is one. Do not forward grievances to the next level of review on behalf of the employee. That is a decision for the employee and his representative.

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